

THE EFFECTIVENESS OF THE SOUTHERN
BORDER PROVINCES ADMINISTRATIVE CENTER
(SBPAC) IN MANAGING THE DEEP SOUTH CONFLICT
IN THAILAND 2006-2012 AN ORGANIZATIONAL
APPROACH

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ADMINISTRATIVE CENTER (SBPAC) IN MANAGING THE DEEP
SOUTH CONFLICT IN THAILAND 2006-2012AN
ORGANIZATIONAL APPROACH

By

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ABSTRACT

The unrest situation in the Deep South of Thailand is said to be very difficult to resolve. The government has tried various policies but the situation remains volatile. This is due to the diversity, pluralistic and cultural differences amongst the people in Deep South of Thailand. The objective of this study is to examine and analyze management strategies of the Southern Border Provinces Administrative Center (SBPAC) in administrating the Deep South of Thailand from 2006 to 2012 using an organizational approach. The study is divided into three parts. The first part focused on the political strategies which include peace negotiation, diplomatic offensive, healing process and enhancement of the role of religious leaders. The second part discussed on the educational strategies pursued by the SBPAC such as an integration of an Islamic education into Thai educational system, rebuilding education in conflict-affected areas and bridging education with peace. The last part analyzed the socio-economic strategies that include farming and fishery program, marketing of an agricultural products, financial assistance and international economic collaboration. The data for this study were collected from both primary and secondary sources and analyzed using qualitative method. The primary sources include documents, SBPAC's annual reports and press release. In addition, the researcher analyzed the outputs of the SBPAC policy-makers relating to the research topic such as speeches, official correspondences and decisions of the organization relating to the management of the conflict in the Deep South. Interviews with knowledgeable people, prominent political and/or religious leaders, key stakeholders as well as the SBPAC's officials were also conducted. The secondary sources included books, journal articles, newspapers and reliable websites. The study revealed that the SBPAC's strategies have not been very effective in resolving the conflict in the region due to its intrinsic structural predicament. The organization has been given a huge task that was to bring peace and stability into the decade-old problems in the region but with minimal or even limited authority. In addition, the frequent changes of government in Bangkok created political instability in the country as a whole. These frequent changes of guards in the center have far-reaching implications to the SBPAC's management capabilities in dealing with the conflict.

Keywords: Deep South of Thailand, Educational Strategies, Political Strategies, Socio-economic Strategies, Southern Border Provinces Administrative Center.

ABSTRAK

Keadaan pergolakan di Selatan Thailand dikatakan sangat sukar untuk diselesaikan. Kerajaan telah cuba pelbagai dasar tetapi keadaan masih tidak menentu. Ini adalah kerana kepelbagaian, majmuk dan perbezaan budaya di kalangan rakyat di Selatan Thailand. Objektif kajian ini adalah untuk mengkaji dan menganalisis strategi pengurusan Southern Border Provinces Administrative Center (SBPAC) dalam mentadbir Selatan Thailand 2006-2012 dengan menggunakan pendekatan organisasi. Kerangka teoritikal ini memberi tumpuan kepada empat aspek termasuk matlamat sebagai organisasi, struktur, strategi, kapasiti dan kekangan. Kajian ini dibahagikan kepada tiga bahagian. Bahagian pertama memfokus kepada strategi politik termasuk rundingan damai, kesalahan diplomatik, proses penyembuhan dan peningkatan peranan pemimpin agama. Bahagian kedua membincangkan strategi pendidikan dilaksanakan oleh SBPAC seperti integrasi pendidikan Islam ke dalam sistem pendidikan Thai, membina semula pendidikan dalam kawasan konflik yang terjejas dan merapatkan pendidikan dengan keamanan. Bahagian terakhir menganalisa strategi sosio-ekonomi yang melibatkan pertanian dan perikanan, pemasaran produk pertanian, bantuan kewangan dan kerjasama ekonomi antarabangsa. Data kajian diperoleh daripada sumber primer dan sekunder yang dianalisa menggunakan kaedah kualitatif. Sumber primer mengandungi dokumen, laporan tahunan SBPAC dan kenyataan akhbar. Sebagai tambahan, penyelidik menganalisis dapatan daripada laporan tahunan dasar SBPAC yang berkaitan tajuk kajian seperti petikan ucapan, surat-surat rasmi tentang keputusan berkaitan dengan konflik di Selatan Thailand. Temubual dengan mereka yang mempunyai pengetahuan tentang bidang yang dikaji sama ada orang politik dan/atau pemimpin agama, pihak pemegang tara (stakeholders) termasuklah pegawai SBPAC. Sumber sekunder yang dianalisis termasuk buku, artikel jurnal, surat khabar dan laman sesawang yang dipercayai. Kajian ini mendedahkan bahawa strategi SBPAC telah tidak begitu berkesan dalam menyelesaikan konflik di rantau ini kerana masalah intrinsik struktur. Organisasi ini telah diberikan satu tugas besar yang membawa keamanan dan kestabilan ke dalam masalah beberapa dekad lamanya di rantau ini, tetapi dengan kuasa yang minimum atau terhad. Di samping itu, kekerapan bertukar kerajaan di Bangkok menyebabkan wujud ketidakstabilan politik di negara ini secara keseluruhannya. Kekerapan perubahan dan pertukaran kerajaan pusat mempunyai implikasi kepada keupayaan pengurusan SBPAC dalam menangani konflik tersebut.

Kata kunci: Selatan Thailand, Southern Border Provinces Administrative Center, Strategi Pendidikan, Strategi Politik, Strategi Sosio-ekonomi.

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List of Abbreviations/Notations/Glossary of Term

ASEAN	The Association of Southeast Asian Nations
ARF	Asian Resource Foundation
CBOs	Community Based Organizations
BOI	The Board of Investment
BRN	Barisan Revolusi Nasional National Liberation Front
BRN-C	Barisan Revolusi Nasional-Coordinate, National Revolutionary Front-Coordinate
CFS	The Child-Friendly School
ECER	East Coast Economic Region
EU	European Union
GMIP	Gerakan Mujahideen Islam Pattani, Patani Islamic Mujahidin Group
GMP	Good Manufacturing Practice
HACCP	Hazard Analysis Critical Control Points
ICG	International Crisis Group
IEAT	Industrial Estate Authority of Thailand
IEDs	Improvised Explosive Devices
ISESCO Organization	Islamic Educational, Scientific and Cultural
ITP	Integrated Transformation Program
KPI	The Office of Peace and Governance- King Prajadhipok Institute
NATO	North Atlantic Treaty Organization
NGOs	Non Governmental Organizations
NESDB	National Economic and Social Development Board
OBEC	The Office of the Basic Education Commission

OIC	Organization of Islamic Cooperation
OTCSEPC	The Office of the Teacher Civil Service and Educational Personnel Commission
OTOP	One Tambon One Product
PAOs	Provincial Administrative Organizations
PCC	The Patani People Congress
PNM	Village life quality development
PNP	Development of the Project
PULO	Pattani United Liberation Organization
RTP	Royal Thai Police
SBPAC	Southern Border Provinces Administrative Centre
SMEs	Small and Medium-sized Enterprise
TAOs	Tambon Administrative Organizations
CPM 43	Mixed Commanding Unit between Civilians, Police and Military Officials Number 43
UN	The United Nations
UNDP	The United Nations Development Program
UNESCO	United Nations Educational, Scientific and Cultural Organization
UPPC	United Pattani People Council.
VSU	Village Security Unit

CHAPTER ONE

INTRODUCTION

1.1 Background of Study

Bloody violence has surged in the Deep South of Thailand since the early 2004. Bombings and murders have almost become a daily occurrence with indistinct solution (Chalk, 2008). For example in 2004, the rebel executed e.g. several attacks on military and police installations, armies, and public facilities (schools, markets, shops, entertainment centers, and health centers) in the provinces of Pattani Yala and Narathiwat (Dorairajoo, 2004). Insurgency is a usual occurrence in the Deep South provinces : Pattani, Yala and Narathiwat. Many target assassinations were directly Malay Muslims and Thai Buddhists who was allegory a stead as an informant or an undercover agent for the state authorities. The deceiving and coordinating attacks were continuously occurred through the use mobile phones and internet signal. Insurgent has light weapons and explosive devices (IEDs) (Liow & Pathan, 2010).

Additionally, various factors such as ethnic identities, cultural diversities, and religions have intensified the conflict in the Deep South. Diversity dilemmas were particularly noticeable in population in Pattani, Yala and Narathiwat where their local lifestyles, traditions, languages, cultures and religions are unique. The majority of local populations struggles due to for Malay and Thai Muslim(Advisory Council on Strengthening Peace, 2008: 15).

The origin of the current Malay Muslim insurgency against the Thai government could be traced in the past during the reign of Sultan Tengku Abdul Kadir when he was deposed and consequently replaced by the King Rama V's in 1902 (Shukri, 1985;

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